Influence of Employee Motivation on Projects Performance in Rwanda: The Case of NGOs Projects-Kigali Rwanda

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Abstract

In this competitive field, establishments focus on developing their workforce and improving their operational efficiency. Some of the tools available to managers to motivate and influence their employees to perform well include Training, working environment, reward management, and leadership. The aim of the study is to examine the influence of employee motivation on NGOs projects performance in Rwanda. The target population was 150 employees from 3 NGOs projects in Kigali. The study used 60 respondents from AEE project, 50 respondents Compassion International project and 40 respondents from SOS Kigali project. The total respondents were 150 respondents. The whole population was used as the sample size because the number of employees in these three NGO projects is not big in size. The researcher used questionnaire for data collection and this questionnaire was distributed to the respondents from 3 NGOs projects. The obtained quantitative data were analyzed using SPSS (Version, 23). To analyze data on profile of respondents, frequencies and percentages were used. The study used correlation research design to determine relationship between employee motivation and NGOs projects performance in Rwanda. The model of analysis was multiple linear regressions, where: Project performance was in function of training, working environment, reward management and leadership. Multiple linear regression model was used to examine the relationship between the dependent and independent variables. The data were presented in the form of tables. Quantitative data was presented in the form of frequency distribution tables. to the results, the relationship between training, working environment, reward management and leadership was 0.512,0.398, 0.491 and 0.404 respectively, and the results presented were statistically significant with p value=0.000b, it concluded that there was a significant relationship between employee motivation and NGOs projects performance on African Evangelistic Enterprise, Compassion International and SOS projects performance in Kigali Rwanda. The study recommends the managers to improve these factors such as training facilities, physical and emotional environment, improve the way salary and wages are distributed among employees, and how managers care their employees.

1. Introduction

Motivation has been studied for many years and empirical evidence shows that a lack of motivation leads to poor performance and employee turnover (Han, Bonn & Cho, 2016). The lack of experienced employees has negatively affected the morale of employees, reducing productivity and quality of work (Holtom and Burch, 2016). To manage the nature of their work, research institutes need to recruit qualified staff, have the best equipment and provide a good working environment to achieve better results. To retain these employees, research institutes must also adopt better motivational methods. Pietri, and Mosley (2012) argue that the reasons for poor task performance are employee loss of motivation, which is important for productivity in any-organization.

At the same time, the employee's service relationship with the organization is shaped by human resources activities such as recruitment, training, performance evaluation and benefits management (Rousseau and Greller, 1994). Noble (2009) argues that more attention should be paid to identifying and managing the work environment because when employees have a negative perception of their environment, they sometimes experience chronic stress. Opperman (2002) argues that work environment refers to processes, systems, structures, tools or conditions in the workplace that have a favorable or unfavorable influence on individual performance. In the case of leadership roles, perceived context variables can influence employees' assessment of the "leader-friendliness" of the work environment and the possible effects of being motivated to lead in that environment (Liden and Antonakis, 2009). There are many problems related to employee's work motivation for their work performance due to a number of work-related deviant behaviors such as absenteeism, late attendance and poor work morale (Mohamed, 2009).

In Rwanda, the research made by Froduard Habiyaremye on Motivation and Employee Performance in the Rwanda Demobilization and Reintegration Commission" Technical Service Department" (August, 2011), using 200 respondents, showed on financial motivation that respondents disagreed with some of the statements on financial motivations in the organization. They disagreed that they get paid for doing extra jobs (rated at the mean of 2.17); they also disagreed that they receive gifts during public holidays (rated at the mean of 2.16); they further disagreed that house allowances are also paid (rated at the mean of 2.09); they finally disagreed that the organization finances their families' medical bills (rated at the mean of 1.98).

Considering the non-financial motivation, respondents disagreed that the management treats employees equally (rated at the mean of 2.40); they also disagreed that their efforts to work hard are annually recognized (rated at the mean of 2.29); they continued to agree that their potentials and abilities at work are normally appreciated (rated at the mean of 2.21); and they finally disagreed that the organization invites their family members for annual parties (rated at the mean of 2.01).

By considering the overall mean average generated from both financial and non-financial motivation at Rwanda Demobilization and Reintegration Commission, the level of motivation at Rwanda Demobilization and Reintegration Commission is still generally low since the overall average mean obtained is 2.49 and this falls on low in the rating scale (Froduard, 2011).

The implication of low employee motivation is declining work commitment of staff which has tremendously affected employee performance, creating a degeneration of service delivery. African Evangelistic Enterprise Kigali, SOS Rwanda-Kigali and Compassion International Rwanda, are NGOs that use money from different partners. If this poor motivation of employees should appear in one of these NGOs, certainly, there is fear that the donor partners

might withdraw because of no value for money, but more risk and unfortunate is the country's threat to degenerate into economic devastation because these NGOs work with many people. From this perspective, the researcher wants to examine the influence of employee motivation on NGOs projects performance in Rwanda.

1.1 Purpose of the study

The general objective of the study was to examine the influence of employee motivation on NGOs projects performance in Rwanda.

The study was based on the following specific objectives:

i. To determine the influence of training on NGOs projects performance in Kigali-Rwanda.
ii. To find out the influence of working environment on NGOs project performance in Kigali Rwanda.
iii. To evaluate the influence of reward management on NGOs project performance in Kigali Rwanda.
iv. To analyze the influence of leadership on NGOs projects performance in Kigali Rwanda.

1.2 Hypothesis

Four null hypothesis guided this study:

i. There is no influence of training on NGOs projects performance in Kigali-Rwanda
ii. There is no influence of working environment on NGOs projects performance in Kigali Rwanda
iii. There is no influence of reward management on NGOs projects performance in Kigali Rwanda
iv. There is no influence of leadership on NGOs projects performance in Kigali Rwanda.

2. Literature review

This chapter present theoretical perspective as well as related study on motivation and employee performance.

2.1 Abraham Maslow's (1943) Hierarchy of needs theory

Abraham Maslow is one of the most famous motivational theorists. Abraham Maslow is an American psychologist who believes that all individuals have a hierarchy of needs that they want to satisfy. Regarding employee motivation and performance, many researchers have put forward theories to try to understand what motivation is and how it affects employees (Fincham & Rhodes, 2015). One particularly important theory was developed by Abraham Maslow and is known as the hierarchy of needs theory (Riggio, 2014). At the heart of Maslow's theory is a hierarchy of five types of needs. These are physiological, safety, social, esteem, and self-actualization needs (Kreitner & Kinicki, 2016).

Psychological needs: These are basic human needs that must be met and they include adequate air, food, water, shelter, and clothes. Security and safety needs: It is the need to be safe from all kinds of calls or dangers including physical security and attacks. It is a protection against unemployment. Security needs: This accounts for the second level of demand; Safety needs are activated when physiological needs are satisfied.

Social needs: man is a social entity and is satisfied or motivated by social needs, such as friendship, affection, interaction and love (Mainland, 2011). Self-actualization needs: These are the needs to realize one's full potential as a human being. That is the highest level of

demand. Attempts have been made to relate Maslow's theory to the needs of employees in the workplace. For example, physiological needs are more addressed in a way that allows a person to buy food, clothing, and have adequate housing (Jennifer & Jones, 2012). Safety needs relate to issues such as job security, adequate medical benefits, safe working conditions, pension plans, adequate respite and protection against unfair actions.

Self-esteem needs: This presents the fourth level of need; he understands the need for self-esteem and approval from others. Organizations present awards and receptions to recognize or celebrate achievements that help employees develop productive work habits. As a result, employers ignore what individual employees say they want; instead, they tell employees what they want based on what managers think most people want under certain circumstances. In most cases, these decisions are based on Maslow's Hierarchy of Needs. However, Maslow's theory has been criticized for its rigidity; in which different people may have different priorities and do not necessarily follow the hierarchy of needs as listed by Abraham Maslow. The final level in Maslow's hierarchy of needs is self-actualization, which leads to maximizing an individual's potential at work. Finally, a person wants to feel like they are doing their best in their position, which helps them feel motivated to pursue a career and succeed. This theory was used in this study to explain the role of training in motivating employees and maximizing their potential impact on employee performance.

2.2 Vroom's Expectancy Theory

This theory attempts to explain how research institutes operate and how their surroundings affect their performance. It was developed by Vroom (1964). According to Vroom, motivation is the product of 3 factors, that is, employees must be aware that when they work hard, they can perform their tasks at a higher level (expectations); employees need results that when they perform at a higher level will achieve certain results (instrumental); workers owe or want the results they would get if they performed at a higher level (Valence). Therefore, the expectation tool X = valence (George, Jennifer and Jones, 2015). If any of these factors, i.e. values, tools or expectations are zero, then motivation must be zero. This can only happen when the working environment-is-not-favorable.

Expectations depend on the individual's required skills and abilities, as well as their perception of the most appropriate way to achieve their goals. The tool refers to the level of trust employees have in management. If the employee believes that his first level outcome (implementation) leads to an outcome that affects the second employee, then he will make a subjective judgment about the likelihood that the institute will appreciate these results and reward the efforts accordingly. So what an employee does depend on three thought processes: How important are the different secondary outcomes (priority goals)? Evaluate first-level results in relation to second-level task performance; and priority goals (the instrumentality of job performance, i.e. the performance of a task that is expected to be completed); and available effort required to achieve a high level of job performance (expectation). Although Vroom's theories do not contribute much too motivational techniques in an organization, they are useful in analyzing organizational behavior (Maitjland, 2013).

He points out that employees can vary significantly in how they seize the opportunity to succeed in different jobs. Therefore, motivating employees is not just limited to providing them with rewards. They must also reasonably believe that they have the motivation that gives them the ability to achieve the personal and organizational achievements they desire. The theory also asserts that employees are satisfied with their jobs, which is essential in providing them with the desired tools and equipment as well as the right resources to get what they want. They should also know that any reward or motivation they receive depends on them doing their job

well (Ngumi, 2010). The five stages of the performance management cycle are planning work and setting expectations, continually monitoring performance, developing the capacity to perform, periodically rating performance in a summary fashion and rewarding good performance. If the task is doable, the employee will be interested to perform well in anticipation of the bonus (Expectancy). Vroom Expectancy Theory is on first stage and focusses on planning work and setting expectations. This theory is used to explain the influence of good working environment in organizations on employee performance.

2.3 Herzberg's Two-Factor Theory

Herzberg (1959) from research conducted among groups of employees developed a two-way theory of job satisfaction, which are motivation and hygiene factors. Much research has been done on employee motivation and performance. Several researchers have shown that theories attempt to understand what motivation is and how it affects individuals (Fincham and Rhodes, 2015). Syptak (2010), motivation is defined as the components that enable performance by satisfying people's requirement for meaningful self-perception. These include employee rewards, recognition of achievements, the work itself, allowances, and employee benefits. Herzberg says that once the hygiene areas are addressed, the motivating factors will boost job satisfaction and support productivity (Syptak, 2010).

The institute of policies are a major source of frustration for staff if they are unclear or if not everyone must follow them. Therefore, if an institute requires assurance that policies are fair and that they are applied equally to all, they should be accessible to all staff. Therefore, according to the researcher, compensation is not just compensation for workers, but they expect to be paid fairly. A survey of local wages should be conducted to ensure that they are comparable to wages in other areas of the same industry. Fair treatment contributes to job satisfaction. This applies when employees are given a reasonable amount of time to advance their careers. This allows them to develop a sense of recognition and teamwork that leads to job satisfaction. Studies conducted by the researcher have revealed the following about the motivating factors: According to Herzberg's theory, people are responsible for ensuring that they are placed in a position where they can use their talents and pursue clear goals. It is also important to define guidelines for each position to avoid role conflicts. In addition, workers must have knowledge of standards regarding employee input and output and the relationships necessary in the workplace to ensure that everyone gets along. Employees want to be recognized for their work. The employer must immediately recognize the work of his subordinate, either by rewarding them or enjoying his benefits. Thank them publicly for a job well done. Develop a formal recognition program, such as the Employee of the Month public event. This leads to affected employees' job satisfaction. This theory is believed to be suitable for understanding how rewards can influence employee motivation through job satisfaction in organizations and thus provides insight into what people do. People really expect from their work. Respondents must describe a work situation in which they feel good (satisfied) in their work. Theory supports the practice of reward management motivating employees in the workplace by recognizing them through bonuses, allowances and benefits (Garry, 2011).

2.4 Equity Theory

Equity theory is based on the premise that employees compare their efforts and rewards with others in similar work situations. According to (Shuck et al., 2014), employees perceive they are highly valued by institutions and have a fair relationship with management if they are treated equally as other employees, i.e. there is no discrimination. Equity theory focuses on the concept of equity, employees tend to compare equity between what their job requires of them (input) with what they get from the organization (output) (Drafke and Kossen, 2010). Since

Vroom's equity theory also deals with expectations of what people want from their jobs, i.e., employees who do not meet expectations become dissatisfied because they perceive that they are responsible for performing more duties than their salary. Dissatisfaction leads to less motivation or less acceptance of things as they are (Drafke, 2012). Employees also expect fairness from other employees; for example, employees lose motivation when they discover that their partner performing similar tasks is allowed to progress and others are given attend seminars and training. Workers generally accept wage differences when others have more seniority with the company, more industry experience, more training, better education, or more skills and abilities. This theory supports leadership explanations of employee motivation.

3. Research methodology

The researcher tried to show how the research was set up in order to answer research questions and test the hypothesis. Methods and techniques that used in gathering, presenting, analyzing and interpreting data are detailed out.

3.1 Research design

The study used correlation research design to determine relationship between employee motivation through training, working environment, reward management and leadership as independent variables and NGOs projects performance in Rwanda as dependent variable.

3.2 Study population and sampling
Table 1: Distribution of respondents by NGO Project

Respondents	Middle Management	Other employees	Total
Office workers	9	27	36
Field workers	15	99	114
Total target respondents	24	126	150

Source: Primary data 2023.

The total population of 150 employees from 3 different NGOs was taken as the sample size because the number was not too big in size.

3.3 Instruments for data collection

In this research, instruments that were used are questionnaires which were administered to the sampled respondents. The questionnaires were divided into two sections: the first section underlying personnel profile of respondents and the second section assessed the current situation on influence of employee motivation on projects performance of NGOs in Kigali-Rwanda 2022-2023. A questionnaire is a pre-formulated written set of questions to which respondents record their answers, usually within closely defined alternatives. This method was considered because it is appropriate for the study. Questions were structured to answer to a specific objectives/research questions and allowed every respondent to receive constant set of questions in barely constant method.

3.4 Data analysis and interpretation

In this study, after data collection, the researcher grouped responses from various respondents to curry out data processing. Two types of data analysis, means quantitative and qualitative data analysis was used. Quantitative analysis helped in grouping data in tables referring to their percentages to get a better understanding and interpretation before comments following each table highlighting the findings. Analysis of quantitative data was continuous; information was

reviewed as it was collected, verified and conclusions based on quantitative data which thereafter was checked by interviews that was ensure authenticity of the data which was drawn.

Questionnaires was structured on the computer then data collected by the questionnaire was summarized, edited, coded, tabulated and analyzed. Editing was done to improve the quality of data for coding. In the coding process, a coding sheet has to be structured. Descriptive statistics was used where distribution (frequencies, percentages) was used. Data was analyzed using a statistical package for social sciences (SPSS, version 23). Basic descriptive statistics such as means were used to determine the both level of employee motivation and project performance of NGOs projects in Kigali-Rwanda. The model of analysis was multiple linear regressions, where:

Project performance =f (training, work environment, reward management and leadership).
Multiple linear regression model: $Y=\beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \epsilon$

Where:

- Yi is the dependent or predicted variable
- $\beta 0$ is the y-intercept, i.e., the value of y when both X_1 and X_2, X_3 and X_4 are 0.
- β_1, β_2, β_3, β_4 are the regression coefficients representing the change in y relative to a one-unit change in X_1 and X_2, X_3 and X_4, respectively.
- βp is the slope coefficient for each independent variable
- ϵ is the model's random error (residual) term.

4. Research findings

The study determined whether employee motivation influences NGOs projects performance in African Evangelistic Enterprise, SOS and Compassion International Kigali Rwanda. The research focused on training of employee, working environment, reward management and leadership. This section presents a summary of the main findings by objectives.

Table 2: Correlations between independent variables and dependent variable

		Training	Working environment	Reward management	Leadership	Project performance
Training	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	150				
Working environment	Pearson Correlation	.395**	1			
	Sig. (2-tailed)	.000				
	N	150	150			
Reward management	Pearson Correlation	.531**	-.022	1		
	Sig. (2-tailed)	.000	.792			
	N	150	150	150		
Leadership	Pearson Correlation	.207*	-.375**	.235**	1	
	Sig. (2-tailed)	.011	.000	.004		
	N	150	150	150	150	
Project performance	Pearson Correlation	.512**	.398**	.491**	.404**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	150	150	150	150	150

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data (2023).

The Pearson's correlation measures the strength of the linear relationship between two variables (Independent variable and dependent variable). It has a value from -1 to 1, with a value of -1 meaning a completely negative linear correlation, the value 0 means that there is no correlation, and +1 means that there is a completely positive correlation.

In the table above, the independent variables have correlation to dependent variable as follow: Pearson correlation of training is 0.512, Pearson correlation of working environment is 0.398, the Pearson correlation of reward management is 0.491 and the Pearson correlation of leadership equals to 0.404. It means that there is a positive correlation between training, working environment, reward management and leadership (independent variables) and project performance (dependent variable) in Ubaka Ejo project (Build the future project), of African Evangelistic Enterprise, Youth Empowerment of Save Our Souls and Compassion International project in Kigali Rwanda.

Table 3: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807[a]	.651	.642	.24019

a. Predictors: (Constant),Training , Working environment, Reward management, Leadership.
Source: Primary data, (2023)

The study determined R of 0.807, which means that the regression model linking employee motivational activities to the project performance was appropriate and whether all explanatory variables were jointly important in influencing project performance, The results present the Model Summary, the results present that the R Square=0.651. Jointly, the 65.1% change in independent variables explains 65.1% change in the dependent variable. The remaining 34.9% means that the project performance should be influenced by other factors than training, working environment, reward management and leadership.

Table 4: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.635	4	3.909	67.750	.000[b]
	Residual	8.365	145	.058		
	Total	24.000	149			

a. Dependent Variable: Project performance
b. Predictors: (Constant), Training, Working environment, reward management, Leadership.
Source: Primary data, (2023)

The results indicate ANOVA[a], the results presented than the variables were statistically significant with F= 67.750 and p value=0.000b, it means that there was a significant relationship between employee motivation and project performance. For ANOVA analysis, the results showed that the p-value (0. 000[b)]) is less than the significance level (0.05). As conclusion, the study rejected the null hypothesis which stated that there is no influence of training, working environment, reward management and leadership on project performance; and accepted the alternative hypothesis which states that there is influence of training, working environment, reward management and leadership on project performance.

Table 5: Model Coefficients Estimates

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.007	.135		14.830	.000
	Training	.044	.036	.085	1.213	.227
	Working environment	.260	.026	.654	10.200	.000
	Reward management	.182	.026	.417	6.876	.000
	Leadership	.205	.021	.569	9.784	.000

a. Dependent Variable: Project performance

Source of data: Primary data 2023

The influence of training on NGOs projects performance in Kigali is that when you increase a one unit of training, the NGO project performance will be increased by 0.044 units, when you increase a one unit of working environment, the NGO project performance will be increased by 0.260 units, when you increase a one unit of reward management, the NGO project performance will be increased by 0.182 units and when you increase a one unit of leadership, the NGO project performance will be increased by 0.205 units.

After the analysis, as it is shown in the table above, the model become:

Multiple linear regression model: $Y = 2.007 + 0.044X1 + 0.260X2 + 0.182X3 + 0.205X4$.

Therefore, from the findings the regression model becomes:

Performance = 2.007+0.044 (Training) + 0.260 (Working Environment) + 0.182 (Reward Management) + 0.205 (Leadership).

The SPSS Calculated the t-statistic as t-test increased on 1.213, t-test increased on 10.200, t-test increased on 6.876 and t -test increased on 9.784. The results present the variables of training, that was statistically significant with p value=0.227 (negative significance), the working environment that was statistically significant with p value=0.000, reward management that was statistically significant =0.000 and leadership that was statistically significant with p value=0.000. Unstandardized Coefficients were used in order to obtain the t-test used in explanation above by B values underwent series of divisions to attain the t-test; 2.007 divided 0.135 resulted into constant with 14.830, 0.044 divided 0.036 resulted into training with 1.213, 0.260 divided 0.026 resulted into working environment with 10.200, 0.182 divided 0.026 resulted into reward management with 6.876,and 0.205 divided 0.021 resulted into leadership with 9.784.

5. Conclusion

It is concluded that the level of employee motivation at African Evangelistic Enterprise, Compassion International and Save Our Souls is still medium such as some forms of motivation have been out in place. This is because under financial motivation, the organizations try to motivate their employees the management treat equally its employees, hard work is annually recognized, employees' potentials and abilities at work are appreciated, and the organization invite employees' family members for annual parties. On employee performance, it also concluded that much as employees try to perform their responsibilities, their performance at African Evangelistic Enterprise, Compassion International and Save Our Souls is medium.

Lastly, it concluded that there exists significant relationship between: Employee motivation and project performance at African Evangelistic Enterprise, Compassion International and Save Our Souls. In this regard, if the government of Rwanda can effectively and appropriately motivate employees of African Evangelistic Enterprise, Compassion International and Save Our Souls, the performance of employees in there can significantly improve and the organization will be able to fully achieve its established objectives and goals.

6. Recommendations

Since the study established that training, working environment, reward management and leadership have a positive and significant influence on project performance of Non-Government Organizations in Kigali, the study recommends the managers to improve these factors such as training facilities, physical and emotional environment, improve the way salary and wages are distributed among employees, and how managers care their employees.

The study recommends the managers to improve their training practices involving training programs, training design, and induction process and training techniques in order to register higher employee performances which lead to project performance.

The study recommends that Non-Government Organizations should aim to improve their leadership practices such as effective communication, Transparency, justice and in order to have improved employee performance which leads to project performance.

The study recommends that Non-Government Organizations should aim to improve their work environment practices such as improvement in equipment, adequacy of resources, health & safety measures in order to ensure it significantly impacts on the employee performance which lead to project performance.

7. Acknowledgement

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